

2014

Year End Report



Wraparound Milwaukee



A Leader of Change

Wraparound Milwaukee

Wraparound Milwaukee has significantly improved outcomes among the 7,700 plus children and adolescents it has served.



Wraparound Milwaukee was established in 1994 as part of a six-year, \$15 million federal grant from the U.S. Department of Health and Human Services' Center for Mental Health Services. Milwaukee County was one of 10 sites around the country to receive grant funding.

Since it was first established, Wraparound Milwaukee has significantly improved outcomes among the 7,700 plus children and adolescents it has served. Its target population is children, youth, and young adults who are residents of Milwaukee County and have complex emotional, behavioral, and mental health needs. Wraparound provides a strength-based, individualized approach to working with children and youth and their families. Participants receive flexible, comprehensive, family-focused care. Services are coordinated through a team of formal (professional) and informal (including the youth and family) supports that plan and create the most effective continuum of services designed to support the child or youth in a safe and integrated way in the community.

Nationally recognized as a model program, Wraparound Milwaukee is administered by Milwaukee County's Behavioral Health Division, which contracts with over 125 organizational partners that provide direct services. Wraparound uses a mix of local, state and federal funds that are pooled to create a flexible source of funding to best

meet the needs of children, youth, and their families. The primary sources of funding for Wraparound are the Wisconsin Department of Children and Families, the Wisconsin Department of Health Services—Division of Health Care Access and Accountability, the Milwaukee County Behavioral Health Division, and the Milwaukee County Delinquency and Court Services Division.

Wraparound Milwaukee continues to serve as a resource to mental health professionals around the world on issues of operating a successful system of care program, responding to countless requests for information, and presenting at multiple conferences and forums annually, including the 28th Annual Research & Policy Conference on Child, Adolescent & Young Adult Behavioral Health; National Training Institutes of National Technical Assistance and the Wisconsin Transition Conference. Wraparound Milwaukee also serves as a host for key leaders from Melbourne, Australia; Tulsa, Oklahoma; Illinois Department of Children and Family Services; Pueblo County, Colorado; and the Lac du Flambeau Tribe here in Wisconsin. These and other opportunities serve both as recognition of the accomplishments of Wraparound Milwaukee as well as a chance for other sites to take the lessons learned from Milwaukee and apply them to their own program development.

For more information go to: <http://county.milwaukee.gov/WraparoundMilwaukee.htm>

Vision, Mission and Values in Action

Vision

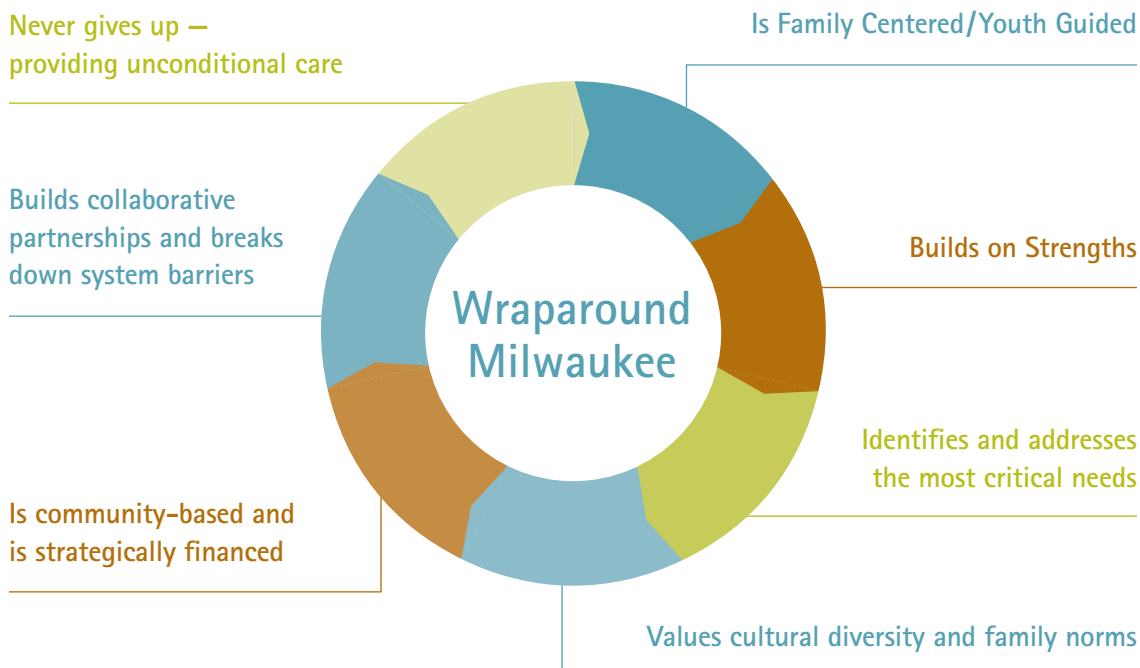
To help build healthy and strong communities by enhancing children and families' ability to meet life's challenges and to foster resiliency and hope for a better future.

Mission

- To serve each youth and family with respect and dignity acknowledging their strengths, needs, and preferences.
- To partner with the agencies that work with families to create one plan for a better life.
- To support youth and their families to remain safely in their homes and communities.
- To provide quality care that is culturally responsive to the diverse needs of the families we serve.
- To provide leadership in creating lasting resources for families in their communities.

Values in Action

Wraparound Milwaukee's history and practice is driven by a steadfast commitment to core values. When questions arise, problems occur, and decisions need to be made, going back to these core values helps guide how Wraparound Milwaukee responds. In addition, each of these values represent set of practices that have proven to be the most effective in promoting meaningful and sustainable success for Wraparound Milwaukee's most important clients — the children and families.



A Letter From The Director

Dear Friends,

Amid all the changes that we have seen over the years, including in 2014, I remain convinced that there are some constants that form the foundation of our work.

*I continually marvel at the **resiliency of the youth and families we serve**, knowing that they have overcome so much already and knowing that if we do it right, **we can be partners on their path to self-reliance and success.***

*I have great pride in the Wraparound staff. Our leadership team continues to lead us into new and needed areas of work in our community, exhibiting both the vision and determination to work through any challenge **to improve outcomes for our families and community.** At all levels of Wraparound Milwaukee, I see *dedicated, professional, and competent staff that play the most significant role of all – **making it all work on a day-to-day basis.*** It is hard work, and it is often those closest to the front lines that take on the greatest responsibility.*

*Although we continue to evaluate what works and how well we do in being true to our **core values**, I continue to believe in those values as being the “heart” of what we do and forming **the foundation for everything we do.***

*Finally, I remain convinced that we have more to do and always more to learn — that **we both can and need to keep moving forward — and we will.***

I thank so many for the work that has brought us this far and look forward to continuing that journey together.

In Partnership,



Bruce Kamradt

Director



Last year, 2014, Wraparound Milwaukee served nearly 1,700 children and families through continued growth in the REACH program, the Youth in Transition grant, and strengthening our partnership with Milwaukee County and the State Division of Juvenile Corrections to provide Wraparound services for youth returning to the community from a correctional placement. On an average day, over one thousand children were enrolled/being served in Wraparound. More importantly, Wraparound continued to prove to be cost-effective in terms of promoting significant behavior change and stability for children/families and reducing repeat court involvement.

The average age of youth enrolled in Wraparound remained the same in 2014, and there was a slight increase in the number of youth involved without being under the supervision of the court. Diversity among children enrolled in 2014 was similar to prior years with a slight increase in the percentage of girls compared to 2013. Consistent with the goals of

Wraparound, youth present with very high levels of need related to mental health services, educational supports, behavior management supports, and substance abuse issues. The most common mental health diagnoses and the most common presenting problems for youth have also remained relatively constant in recent years, the most common presenting problems being issues related to aggressiveness and school behavior and performance.

Wraparound Milwaukee efforts to build on the strength of the wraparound model has resulted in the continued growth of the REACH program, strengthening the partnership with the Milwaukee County Division of Delinquency and Court Services serving youth reentering the community from corrections, reaching out to more families in crisis, and solidifying the O-YEAH project for transitional youth.

This report highlights only some of the data and quality assurance information that is collected and used by Wraparound as part of an ongoing quality/performance review process. Good outcomes in 2014, combined with the costs for the average Wraparound Milwaukee child, which remain well below the cost for out-of-home residential care or correctional care, reinforce that Wraparound Milwaukee remains a great investment for the community. This report is designed to provide to the community a year-end review of characteristics of the children, youth, and families served, program outcomes, major achievements, and changes during 2014. For more information, interested parties are encouraged to go to the Wraparound Milwaukee website at <http://wraparoundmke.com/quality-assurance/qaqi-reports/>.

Special appreciation is given to Pam Erdman, MS, as the Director of the Wraparound Milwaukee Quality Assurance program and to other QA team members who are dedicated to gathering on-going data and information to hold ourselves accountable. Without their efforts, this report would not be possible. More importantly, we would not have been able to maintain the never-ending quest to improve outcomes for children and families.

Serves a Diverse Group of Children and Families

Gender, Age, and Ethnicity

The children and youth served by Wraparound Milwaukee come from diverse backgrounds. The economic, experiential, and ethnic diversity of the children and families served require Wraparound and its partners to effectively operate culturally competent, flexible programs and services to meet the needs of participants. This results in a highly innovative and adaptable approach to working successfully with children with exceptional challenges. The gender and racial distribution have been relatively stable.

	2012	2013	2014
Gender			
Boys	67%	71%	68%
Girls	33%	29%	32%
Age			
Average	14	13.9*	13.9*
(*Wraparound 14.9; REACH 12.1)			
Ethnicity			
African American	66%	70%	65%
Caucasian	14%	12%	14%
Hispanic/Latino	11%	10%	9.5%
Bi-Racial	1.7%	2%	1.5%
Asian	<1%	.4%	0%
Native American	<1%	.1%	<1%
Other/Unknown	5%	4%	8%
Not Listed	1%	1%	<1%

Wraparound and its partners effectively operate culturally competent, flexible programs and services to meet the needs of participants.





Randall began his journey to success in REACH 4 years ago and was later enrolled in Wraparound. With the support of his team, he was able to achieve his goal of being placed in a family member's home following out-of-home placement. However, his mother passed away the same week that he was placed back into her home, and he struggled to accept that he had to return to another out of home placement as there were no relative placements available.

While engaged in the Wraparound process, Randall had to overcome many struggles within the community and remained resilient throughout his transition into various different placements and settings. Randall never gave up hope and continued to advocate for himself and for his family members who were potential placement options.

In March of 2015, Randall was placed with his Aunt, whose home he had been running away to, and he has now successfully transitioned out of Wraparound Milwaukee. Randall informed his care coordinator that Wraparound Milwaukee has taught him to "never stop fighting for yourself and what you want" and how to be the "bigger person" when faced with conflict. He plans to continue working with West care and obtaining therapy to continue dealing with the grief process. He is transitioning into Project O-YEAH where he will be able to work towards his goal of living independently while utilizing all of the support that his family members offer. Randall reports that he is grateful for all of the family members who continue to support him and help him work towards meeting his goals.

Court Involvement at Time of Enrollment

Historically, Wraparound focused on serving youth and children with serious mental health concerns who were enrolled in Wraparound under a delinquency order or were determined by the court to be children in need of protection or services (CHIPS), with the majority of youth served involved in the juvenile justice system. With the advent of the REACH program in 2008 and other efforts to identify children/youth with mental health and behavioral concerns that put them at risk of out of home placement, the percentage of children who are formally involved in the delinquency system has gradually declined.

	2012	2013	2014
Court Status at Time of Enrollment			
Delinquency	42.4%	38.5%	39.9%
Child in Need of Protection or Services (CHIPS)	16.5%	19.4%	17.1%
Juvenile in Need of Protection or Services (JIPS)	3.2%	5.9%	4.7%
Both (Delinquency & CHIPS)	1.5%	1.4%	1.6%
None (Enrolled in REACH)	36%	34.7%	36.6%

Presenting Behavioral Health Diagnoses and Concerns of Children/Youth

The data for youth enrolled in 2014 highlights the need for and value of a cross-system's approach to care.

WRAP 2014

Top Diagnoses

Conduct Disorder	267
ADHD	242
Mood Disorder	138
AODA Related	129
Anxiety Disorder	103

REACH 2014

Top Diagnoses

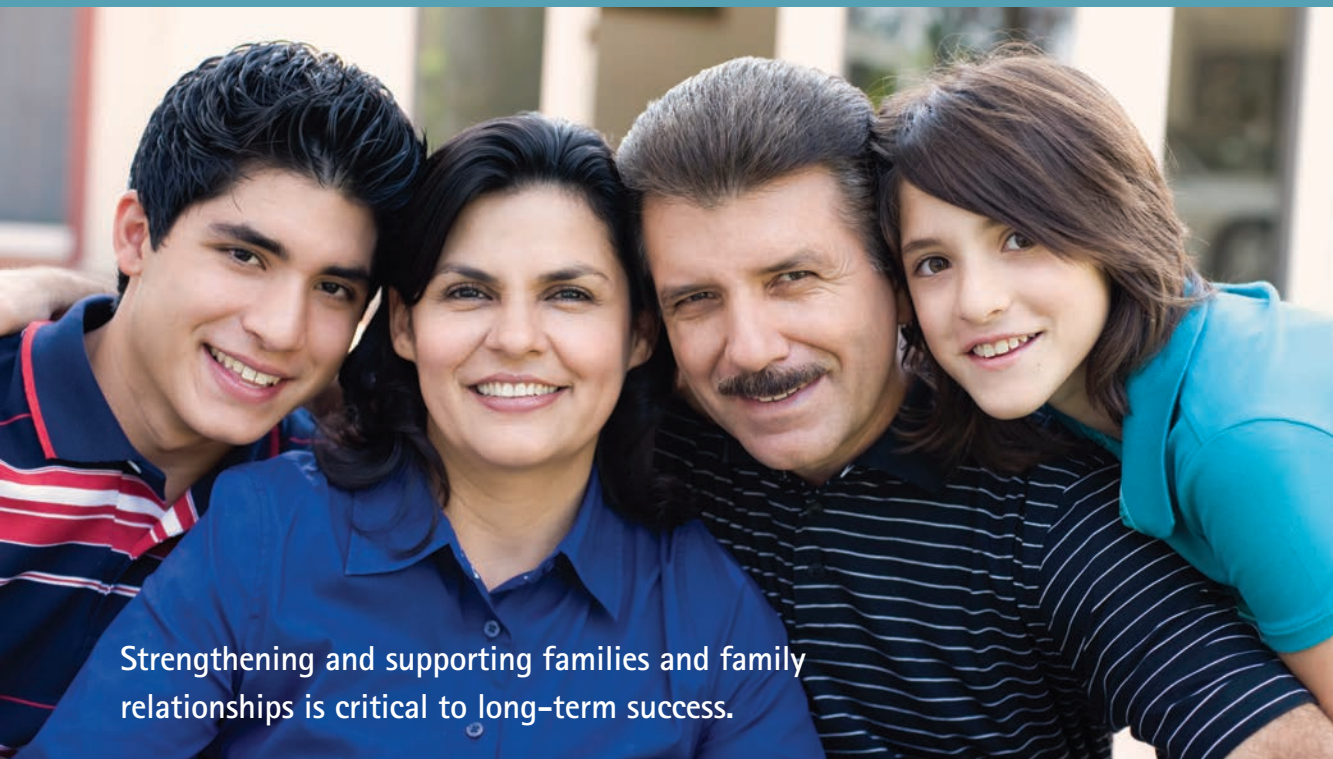
ADHD	171
Mood Disorder	106
Conduct Disorder	84
Anxiety Disorder	84
Depressive Disorder	52

2014

Top Presenting Concerns/Issues

School/Community Behaviors	647
Severe Aggression	590
Attention Problems	512
Other Conduct Disorder	448
Major Affective Illness	355
Drug/Alcohol Abuse	333
Suicidal Behavior(s)	330
H/O Sexual Misconduct	329

Wraparound Milwaukee Ensures Families Have



Strengthening and supporting families and family relationships is critical to long-term success.

A critical element of Wraparound is that case planning and services are coordinated to address multiple issues facing families as well as the enrolled youth. Most families served in Wraparound are low-income and most are headed by a single parent. Some of the most common challenges Wraparound addresses with families are a history of out-of-home placements of the enrolled youth or siblings; mental illness or substance abuse issues of a parent/caregiver; and a history of justice system involvement. In spite of these challenges, families always bring strengths to the process, and Wraparound Milwaukee works with families to build on those strengths and create solutions that help them address other difficulties in their lives. Strengthening and supporting families and family relationships is critical to long-term success.

Therefore, a critical component of Wraparound is the involvement of Families United, a chapter of the National Federation of Families for Children's Mental Health, to provide grass-roots family support and advocacy. Families United believes that "it is imperative that anyone providing services must project patience, dignity, and respect as they work

with youth and families." Families United sponsors and hosts Family Orientation sessions throughout the year to engage new Wraparound families in understanding not only how Wraparound works but also how Families United can provide support to meet their family's goals.

Family Satisfaction Matters to Wraparound

A key accountability component of Wraparound is surveying families about their satisfaction with the care coordinator and provider services—refer to subsequent sections of this report for 2014 results. In addition, Wraparound Milwaukee is also required to have a complaints and grievances system in which any family, adult, or child may express a concern or file a formal grievance. In 2014, there was no formal grievance filed, and 20 complaints were received, representing about one percent of the total number of children/families served. The complaint process provides an opportunity for Wraparound leadership to become engaged in resolving conflicts or clarifying expectations so that problems do not reoccur.

Voice and Choice and Builds on Strengths

Collaborative and Community-Based

Recognized as a national leader in wraparound programming, Wraparound Milwaukee has developed an extensive network of organizations that provide a comprehensive, flexible array of services to the children, youth, and families enrolled in the program. Additional services include mental health therapy, substance abuse treatment, crisis intervention, in-home therapy, family and parent supports, life skills development, medication management, child care, day treatment, and many others. Services vary by the needs of the child or youth, and the provider network is designed to ensure services can be highly individualized and targeted to address particular needs or goals in a child's life. Community-based services are provided through, on average, 135 organizations in Wraparound's provider network (WPN), representing 60 different types of services.

Children and their families will typically utilize three or four different services during enrollment in Wraparound. Other than care coordination, which all Wraparound participants receive, the services most frequently used in 2014 were crisis prevention and stabilization, therapy (in-home and office-based), and transportation supports.

► Wraparound Milwaukee Leads the Way

Welcome Home Teens in Motion Support Group

The Welcome Home Teens in Motion youth support group continued to focus on meeting the needs of runaway youth in Wraparound. The group continued to meet monthly and developed a range of tools youth can access on their own such as *10 Questions to ask yourself before running* and *What do I do if my child is missing?* Additional tools are available on the Wraparound Milwaukee website.

Services Used — 2014

Crisis Stabilization	78.6%
In-Home Therapy	52%
Individual/Family Therapy — Office-Based	41%
Transportation Supports	41.3%
Psychological Assessments	21%

In 2014, Wraparound Milwaukee provided over \$43.9 million to support these and other community-based services and out-of-home care. Wraparound Milwaukee's fee-for-service approach gives families a broad choice of providers while still maintaining uniform performance expectations for all organizations in the provider network. The leading "cost centers" (excluding Care Coordination which everyone received) for Wraparound were residential care placements, crisis services, group and foster care, and in-home therapy.

Flexible Funding Meets Unique and Critical Family Needs

Another important feature of Wraparound Milwaukee is the availability of flexible funds — discretionary funds — that can be accessed by youth/families through their Care Coordinator to purchase services or goods to meet a youth/family need or enhance the plan of care. These funds, often strategically accessed on a one-time or emergency basis, can help the youth/family meet immediate needs that may not fall within the category of services provided within the Wraparound network. In 2014, over 43% of youth/families accessed these funds. These small investments often pay big dividends in terms of maintaining family/housing stability, incentivizing a youth's behavior, providing opportunities for youth to become engaged in pro-social community activities, and supporting educational gains critical to long-term success.

Care Coordination — the Heart of

All children and youth served receive care coordination services through a case manager who facilitates the care planning team that identifies and builds on the strengths of the child and family. The care coordinator works with a team of individuals, including family members, people who provide informal supports to the child and family (e.g. friends, neighbors, and community members), and professional service staff. The team develops a plan of care (POC) based on the needs and strengths of the individual child and family and creates a safety plan, identifies and refers to both formal and informal supports, and works with the child and family to create realistic goals. While the team creates the plan of care early in the Wraparound process (within the first 30 days), that plan is reviewed and adapted to the changing needs and circumstances of the child or youth, with an overall benchmark of holding monthly team meetings 85% or more of the time. In 2014 Care Coordinators exceeded that goal, with a rate of 89.5% holding monthly Child and Family Team Meetings.

The Wraparound Network includes eight different organizations that provide care coordination. Ensuring the quality of training and ongoing support for care coordinators is one of the highest priorities for Wraparound Milwaukee. Care coordinators need many skills, including the following abilities: positively engage families (many of whom have had less than positive experiences with other professionals in the system); critically assess and facilitate analysis of youth/family needs; help youth/families identify and engage informal resources to support the plan; communicate effectively with a diverse array of service providers; and advocate for youth/families within the complex justice and mental health systems. In addition to 85+ hours of initial training for 40 new Care Coordinators as well as seven Families United parent/youth facilitators. In 2014 Wraparound Milwaukee also provided on-going and re-certification training for coordinators and other key staff on a wide variety of issues, including Infusing the Value Base: Raising Engagement Skills, Connecting the Dots: Court Orders/Plans of Care/Crisis Plans and Court Letters,



and Running Creative and Effective Team Meetings. In addition, New Provider Orientation was provided for eleven new vendors/providers. Furthermore, a strong emphasis in Trauma Informed Care skill development continued through Level 1 and Level 11 training.

Wraparound Care Coordination Agencies

AJA Counseling

Alternatives in Psychological Consultations, S.C.

Aurora Family Services

La Causa, Inc.

My Home, Your Home

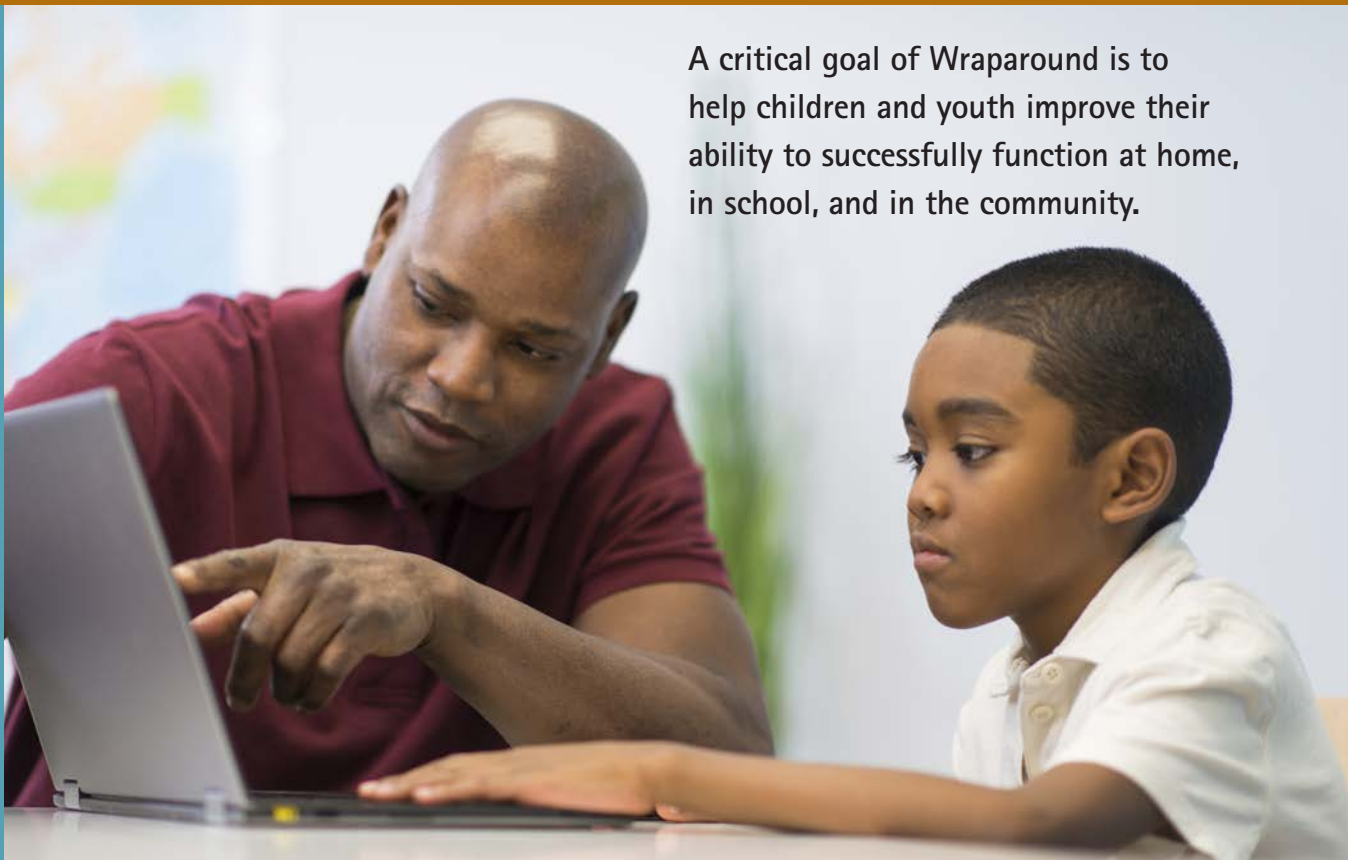
St. Aemilian Lakeside

St. Charles Youth and Family Services

Willowglen Community Care

Successful Relationships and Planning

Wraparound Milwaukee is Outcome-Based



A critical goal of Wraparound is to help children and youth improve their ability to successfully function at home, in school, and in the community.

A plan of care with Wraparound is designed to improve outcomes for the child and family. By supporting a child's ability to succeed at home, in school and in the community, the flexible services provided through Wraparound also help achieve another important goal in the program: keeping children in the community instead of institutional care.

As part of an ongoing data-driven quality assurance process, Wraparound has historically assessed the effectiveness of its services and approach by tracking a number of measures, including:

- Reported improvement in a child's functioning abilities, as measured by the Child Behavior Checklist (CBCL) and the Youth Self Report (YSR), from intake to 12 months after initial enrollment,
- Children achieving permanency, as measured by the percentage of children leaving the program who are able to live at home rather than in other settings, including foster care, group home care, and residential care,
- School enrollment,

- Family satisfaction with services, and
- Reduction in recidivism.

Child and Youth Functioning

A critical goal of Wraparound is to help children and youth improve their ability to successfully function at home, in school, and in the community. The Child Behavior Checklist (CBCL) is completed by the child's parent or primary caregiver and provides information about internal and external behavioral issues a child has at the time of intake and during the course of enrollment. These include symptoms of depression, anxiety, withdrawal, social problems, and delinquent or aggressive behavior. The CBCL is completed by the majority of families of children and youth served. Data captured in 2014 reflects substantial progress for children and youth in the Wraparound and REACH programs who were disenrolled during 2014. A normal range of functioning score for a child or youth is considered to be anything below 60.

Another measure of functioning is the Youth Self Report (YSR), completed by youth participating in

Wraparound who are 11 and older. A normal range of functioning score for a youth on the YSR is anything below 60. The scores below represent the intake and discharge scores for youth discharged from Wraparound and REACH in 2014.

Achieving Permanence for Youth

Permanency is a critical federal and state statutory goal for children and youth served in the child welfare and juvenile justice systems. Wraparound shares the responsibility with its partners in the child welfare and juvenile justice systems to help children and youth and their families achieve the goals in their permanency plan. Placement of all children and youth leaving the program is tracked as a part of assessing program effectiveness. Permanency is considered achieved if the child: lives at home with a parent or relative, is in a subsidized guardianship, is in sustaining care, has been adopted, or lives independently. In 2014, 91.5% of the 271 Wraparound children and youth completing the program were in a permanent setting when they disenrolled. This is a substantial increase from 2013.

Academic Achievement & Meeting Special Needs

Given that school issues are identified as a concern by the vast majority of families, coupled with the importance that successful school engagement plays in a child's life, Wraparound Milwaukee continues to increase its emphasis on school attendance and engagement issues. Since 2003, Wraparound Milwaukee has supported educational advocacy services as a necessary component of the program. Staff from the Education Liaison Department actively promotes positive school engagement and academic success for Wraparound children by:

- Attending child and family team meetings,
- Ensuring students receive proper evaluations under the Individuals with Disabilities Education Act (IDEA) or Section 504 of the Rehabilitation Act of 1973,
- Attending initial special education evaluation meetings,
- Attending annual IEP meetings as well as participating in IEP Review meetings,

2014 Child Behavior Checklist (CBCL)

	Wraparound T-Scores		REACH T-Scores	
	Intake	Discharge	Intake	Discharge
EXTERNAL Social & interpersonal interactions; external behaviors	68.4	64.2	71.3	64.7
INTERNAL Mood; thought processing	62.1	57.1	72.9	59.5

2014 Youth Self Report (YSR)

	Wraparound T-Scores		REACH T-Scores	
	Intake	Discharge	Intake	Discharge
EXTERNAL Social & interpersonal interactions; external behaviors	60.7	57.1	65.1	59.7
INTERNAL Mood; thought processing	55	52.2	61.8	55.3

- Attending manifestation determinations related to behavior problems, and
- Problem-solving with school staff related to disciplinary hearings and expulsion.

The Educational Coordinator for Wraparound also supervises a liaison that works with youth that are being served in the child welfare system, and in the 2013/14 academic year 247 children were served. A significant majority, 73%, of the issues dealt with centered on special education concerns and services, ensuring that children are receiving appropriate services.

Educational research clearly establishes a strong correlation between attendance and achievement, so Wraparound does track attendance of Wraparound and REACH children/youth as one element of measuring to what extent students are engaged in school. In 2014, youth in Wraparound attended school approximately 87.3% of the time, and REACH children attended approximately 91.5% of the time, similar to 2013. Improving attendance remains an important goal for Wraparound families and Care Coordinators.

Tracking Reoffending Behavior(s)

Given the risk nature of many Wraparound youth, a basic measure (far from the only measure) of interest is whether or not these youth reoffend during their enrollment period. For the 2-year time period of June 1, 2012 – June 30, 2014 the recidivism rate revealed was 14% for the entire regular Wraparound population, below the five-year mean re-offense rate of 16.6%. The high risk group, which includes both extremely high risk behaviors of identified youth and juvenile sexual offenders was lower yielding a combined recidivism rate of 9.4% of the total high risk population that is identified. Additionally, considering this population of re-offenders, the severity level of the offenses did not increase in magnitude.

Family Satisfaction

Family satisfaction is a final important indicator of Wraparound's success. Each year, as part of Wraparound's extensive quality assurance program, family and youth are encouraged to complete a variety of surveys, including a disenrollment survey, throughout the course of their involvement with Wraparound Milwaukee. Families United of Milwaukee, part of Wraparound's service network, conducts the family/youth satisfaction surveys. Gathering information about how family's perception of Wraparound services reflects the real commitment Wraparound has to ensuring that families have a voice in the process. Families are asked to provide feedback on:

Care Coordination Services

Families are surveyed shortly after enrollment, 6–12 months after enrollment, and at the time of disenrollment. Survey questions focus on a variety of issues including: (1) critical relationships and process measures related to care coordination, (2) perceptions of progress made in meeting treatment goals, and (3) perceptions of their ability to continue forward with progress made during enrollment. The surveys provide valuable feedback on critical principles of Wraparound – voice, access, and family ownership. In 2014, over 500 surveys were completed by families at the time of disenrollment, with their composite rating of 3.92 (family) and 3.86 (youth) on a 5-point scale, essentially meeting the 4.0 goal of the program. In addition, scores are collected at six months on thirteen items related to the family's satisfaction of Care Coordinator services. For families completing the survey in 2014 the average overall was 4.76 on a 5-point scale.

Measuring Progress

Both youth and families respond to survey questions that relate to their perception of progress in achieving their goals (e.g. better in school, improved family and peer relationships, and improved behavior) over the course of their Wraparound enrollment. In 2014, both children and family members' scores (approximately 4.0 out of

5) provided strong support for the perception that involvement in Wraparound had been a positive growth experience for them.

Provider Network Services

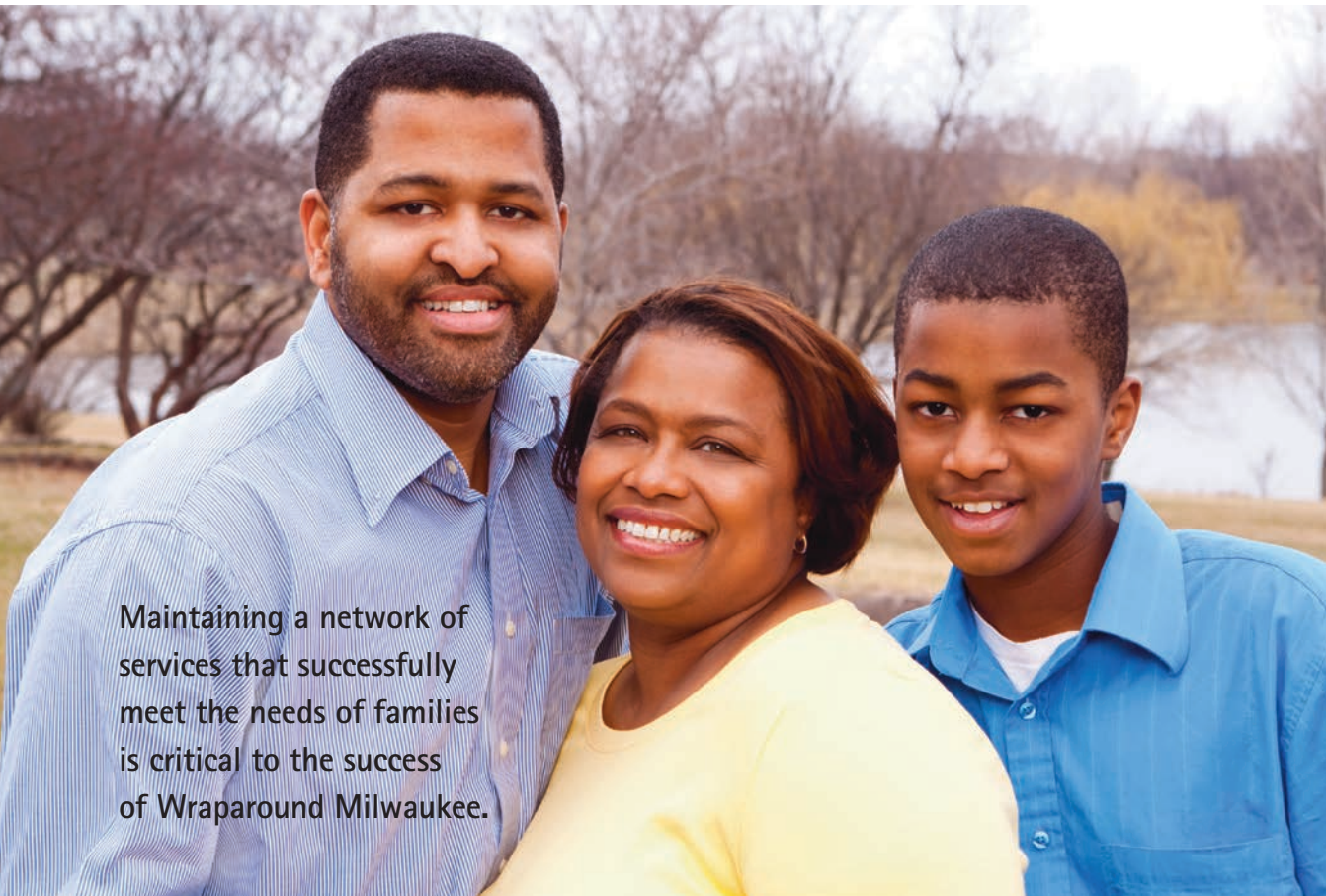
Maintaining a network of services that successfully meet the needs of families is critical to the success of Wraparound Milwaukee. Surveying families about their perceptions of the services they receive is important feedback to assist leadership in evaluating provider effectiveness. Families were surveyed at 4 months and again at 9 months after enrollment on their perceptions of services, cultural sensitivity, adherence to the Plan of Care (POC), and availability. On a 5-point scale, at the 9-month mark, the composite family rating was 4.4, a bit lower than 2013. Within the overall score, note that the most positive perceptions were for services that provided therapy (both in-home and office-based), parent assistance, and crisis supports and the lowest satisfaction scores were for out-of-home placements.

Out of Home Services

Successfully engaging families when a youth/child is placed outside the home is critical to a plan's long-term success. Families are asked (at the time of discharge from an out-of-home placement) how satisfied they are with the placement. Families are asked for their perceptions on the quality of basic care received, their ability to access/stay connected with their child, behavior improvements, cultural sensitivity, and to what extent the out-of-home placement helped prepare them for their child's return. For the 65 families responding, their composite rating of satisfaction was 3.55 on a 5-point scale.

Analyzing Critical Incidents

Wraparound documents incidents that arise that require more emergent and complex solutions. In 2014 the team analyzed the nature of incidents and developed better reporting and tracking mechanisms that can support on-going analysis and ultimately prevention of such incidents.



Maintaining a network of services that successfully meet the needs of families is critical to the success of Wraparound Milwaukee.

Meeting Needs at the time of Need

Crisis Services —



In 2014, the Treatment Team provided crisis response services to over 1,300 families in Milwaukee County.

► Wraparound Milwaukee Leads the Way

Since 1994 the Mobile Urgent Treatment Team (MUTT) has been a vital part of Wraparound's success by responding to youth in crisis. The team provides crisis intervention services on a 24-hour basis to families enrolled in Wraparound and to any family in Milwaukee County with a child who is having a mental health crisis resulting in behavior that creates a high risk of removal from their school or current living arrangement. In 2014, the Treatment Team provided crisis response services to over 1,300 families in Milwaukee County. When called, the team immediately travels to the location where the crisis is occurring. The team assesses the potential risk the child poses to him- or herself and to others. Based on the assessment, the team develops different intervention options. Those options including keeping the child at home with support services, temporary placement of the child in a group home or emergency setting, or, as a last possible option, psychiatric inpatient hospitalization if the child is at risk to him or herself or the community.

This year also saw key staff changes for MUTT with the retirements of Dr. Barb DeMaster and Dr. Chris Morano and the welcoming of a new Director, Dr. Steven Dykstra and a new Psychiatric Crisis Worker II, Patti Cooper, MS. Dr. Jaquaye Russell joined as a full time psychologist and a consultant to FISS. Along with providing direct services as noted above, the MUTT team provides crisis training for the Milwaukee and other Police Departments as well as growing collaboration with Milwaukee Public Schools, the Bureau of Milwaukee Child Welfare, and the Children's Hospital of Wisconsin.

Reaching Out Beyond Wraparound — Family Intervention Support & Services (FISS)

The FISS program, contracted through the Bureau of Milwaukee Child Welfare (BMCW), is a collaborative project of Wraparound Milwaukee and St. Charles Youth & Family Services. It is designed to assess and provide services to families experiencing difficulties with their adolescents (ages 12-18) and help strengthen parents' ability to supervise their child

Meeting the Challenge for Youth At-Risk of Sex Trafficking

In 2014, with support from the Medical College of Wisconsin's Healthier Wisconsin Partnership Project, Wraparound developed the Proactive Outreach for the Health of Sexually Exploited Youth (POHSEY) project. The goals of POHSEY included: (1) Developing a profile of Milwaukee sex trafficked youth, a growing concern in Milwaukee and elsewhere in Wisconsin; (2) Promote a positive change in approach in Milwaukee to youth who are victims of sexual trafficking; and (3) Increase the community awareness of the health and other needs of youth involved in or at-risk of sexual trafficking.

To accomplish these goals, over the course of 2014, POHSEY developed a training curriculum and provided in-service training to community individuals/organizations working with these youth, provided regular consultation to ten new specialized crisis stabilization workers and developed a process for a specific high risk reviews for youth identified as at-risk or involved in commercial sexual exploitation, and conducted community listening sessions to both gather and share information about this issue and youth at-risk.

in the home and avoid formal court involvement. Family Case Managers provided by St. Charles work closely with Wraparound staff to ensure attention to the core Wraparound principles maintained.. Building on these core values and the Coordinated Service Team (CST) approach, case managers work with families to build sustainable connections to community resources. In 2014 assessments were completed on 704 individuals, and 92 new families were enrolled for services.

Building a Healthy Transition to Adulthood

Project O-YEAH —



In 2014, 94 new youth were enrolled in the O-YEAH program.

What is Project O-YEAH?

Project O-YEAH, which stands for Older Youth and Emerging Adult Heroes, is a federally funded initiative (through SAMHSA) designed to support young people ages 16 ½ to 24 to successfully transition to adulthood. In partnership with the Wisconsin Bureau of Prevention, Treatment, and Recovery, Wraparound Milwaukee is creating developmentally appropriate and youth-guided local systems of care that will improve outcomes for youth/young adults with serious mental health conditions. Historically, youth "aging out" of Wraparound Milwaukee were offered limited, if any, support through the mental health system to make this developmental transition. Now in its sixth year of operation, Project O-YEAH allows Wraparound to identify youth approaching adulthood and refer them for assessment and case management supports. In 2014, 94 new youth were enrolled in the O-YEAH program.

An important focus of O-YEAH in its fifth and final year of grant support was to plan for accountability

and fidelity by quality assurance tools to monitor on-going activities and critical transition goals related to employment, housing, education, and youth well-being.

Levels of Services for Levels of Need

Enrollment in Project O-YEAH is voluntary on the part of the youth, and youth are assessed and can participate in varying levels of services: (1) Tier 1 is for youth who need some help and guidance and can get that help through participation/attendance Owen's Place Resource Center; (2) Tier 2 is for youth who need more support and can access a Transitional Specialist to help them develop a Futures Plan and coach the youth to gain necessary knowledge and skills; and (3) Tier 3 supports provided by an O-YEAH Transition Specialist in partnership with adult service professionals for youth who have serious and chronic mental health needs.

Growing Support for Transitioning Youth in 2014

2014 was a year of growing achievements for the O-YEAH program, including:

- Added a second full-time Peer Specialist to engage with youth/young adults.
- Strengthened its relationship with Justice Point, a case management agency for the Milwaukee County Jail, enabling them to link quickly to youth that end up in that system.
- Worked with other county agencies and the City of Milwaukee to rehabilitate a six-unit foreclosed property and turned it into a supportive housing unit for youth aging out of foster care.

Continuing to Enhance Owen's Place to Support Youth in Transition

In the spring of 2011, the Clubhouse/Resource Center for Project O-YEAH was opened and in 2012 was renamed Owen's Place in honor of Owen Felix, the program's first director. In addition to being a drop-in resource center, Owen's Place is the home for the Wraparound Youth Council, the Young Adult Council, and for the youth Peer Specialists to work out of. Notably, in 2014, Owen's Place did the following:

- Increasing partnerships with a host of community/natural supports, including the YWCA, La Causa, the Alpha Kappa Alpha Sorority, Diamond State of Mind, and the ARCW Street Smart Camp.
- As the Peer Specialist program expanded, the Peer Specialists created and facilitated a six-week program called "Our Thoughts on Life", a program designed to help transitioning youth think through the challenges facing them and develop solutions for those challenges.
- Provided a home base for M.O.V.E. Wisconsin.

► Wraparound Milwaukee Leads the Way

Move Wisconsin

Move Wisconsin was established in October of 2013 as a chapter of Youth M.O.V.E. National. Move Wisconsin is a youth-led, statewide initiative that is promoting and empowering youth and young adult voices in Wisconsin. It is made up of youth and young adults who have lived experiences in various systems; such as mental health, juvenile justice, and child welfare. Move Wisconsin will continue to support the youth and young adults to advocate for changes to be made around issues that pertain to them on the local, state and national level and focuses on a number of causes of importance to youth, including suicide prevention, providing peer support, promoting self-advocacy skills, addressing issues of homelessness, and eliminating the negative perceptions of others about youth who are trying to make their way into the adult world.

The M.O.V.E. group meets twice a month at Owen's Place, assisted with the 5th Annual Youth Talent Show held in February, and coordinated events to celebrate Children's Mental Health Awareness Week in May. During that week, M.O.V.E. led a number of events that brought youth together to lend their voice against discrimination and intolerance and led an event to remember youth who had been lost to suicide in the past year. M.O.V.E. continues to expand its reach and strengthen the voice of youth, a voice that is needed to make sure Wraparound is meeting the real needs they have.

Ensuring On-going Quality Improvement

Quality Assurance —

Ensuring fidelity to system of care principles and Wraparound Milwaukee benchmarks, tracking program utilization and costs, and using outcome indicators to improve quality is a strong part of Wraparound Milwaukee's program. This work is done through a Quality Assurance (QA)/Quality Improvement (QI) team. In 2014 Wraparound Milwaukee QA staff team:

- Conducted an audit of Progress Notes that are required to be completed by Case Coordinators. The established goal for compliance is 90%, and the average level of compliance for agencies ranged from 69% to 97.9% compliance, with an overall average of 87.7%.
- Continued to implement "single indicator" audits in order to monitor compliance with a specific required procedure, this year focusing on an audit of the documentation and billing for all in-home providers. In all, 20 agencies were reviewed, and the average compliance rating was 81%, but again there was considerable variation. Corrective plans were then put in place for any agency that did not meet at least a 90% threshold.

► Wraparound Milwaukee Leads the Way

Teen Parent/Pregnancy Protocol and Pregnancy Prevention Program

In 2014 Wraparound developed a Protocol for Teams of Teen Parents/Parents-to-Be, which provided support and guidance to 25-30 pregnant/teen parents and coordinated with health professionals to educate them on a range of parenting issues. Also in 2014 Wraparound partnered with La Causa, Inc. to link Wraparound youth with an evidence-based sex education program for youth 12-18 years of age.

Wraparound's Performance Improvement Project (PIP)

Each year as part of the Medicaid process, Wraparound is mandated to engage in one Performance Improvement Project (PIP). In 2014 Wraparound's project, Wraparound Medication Clinic — Decreasing Intake Appointment No Shows, focused on elevating the rate of attendance at initial Intake meetings. After implementing a number of strategies, the overall parent/guardian No Show rate decreased by over 50%, well above the projected goal of 30%.

Synthesis — A Unique System for Data Collection and Analysis

One of the unique contributions of Wraparound Milwaukee has been the development of its own Information Technology System called Synthesis. Over time, Synthesis has become the platform that allows Wraparound to gather and analyze a wide range of performance and tracking information that helps ensure accountability and quality.

In 2014, enhancements to Synthesis included:

- (1) increasing the types of client-specific documents that could be scanned and added to Synthesis;
- (2) developing screens that support better tracking by medical personnel of prescriptions for youth;
- (3) creating a new screen/fields for Critical Incident Reports, making it easier to report and track services;
- (4) improving direct input by providers to Synthesis;
- (5) updating the system to accommodate the more recent DSM-V diagnoses; and
- (6) creating easier access for input of information by consulting mental health professionals.

All of these improvements demonstrated that Synthesis can continue to evolve to meet the utility and data needs of a growing and complex system.

Unique Funding of Wraparound Milwaukee

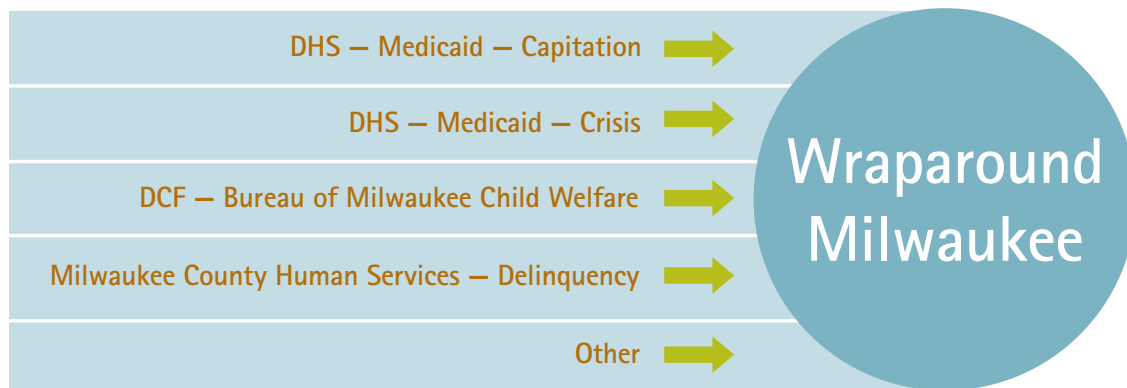
Revenue Sources

A unique feature of Wraparound Milwaukee is its ability to "blend" funding from multiple sources and create a service-funding mechanism that allows the cost-effective investment of those funds on an individualized basis. Wraparound's funds come from four different sources:

- Capitated funding from State's Medicaid Program,
- Fee-for-service funding from the State's Medicaid Program,
- A case rate from the Wisconsin Department of Children and Families,

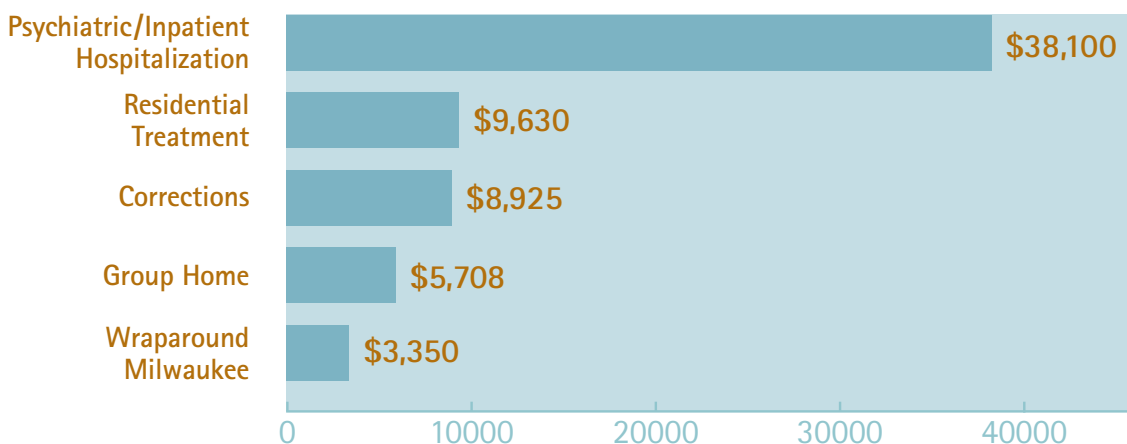
- Fixed funding from Milwaukee County's Delinquency and Court Services Division and
- Grants and other miscellaneous sources (less than 2% of funding).

Funds are spent on community-based services, including care coordination and out-of-home care services which include foster care, group home care, and residential care.



Wraparound Milwaukee Continues to be Cost-Effective

Wraparound's average per-client monthly cost of \$3,403 can be compared to more costly services that serve this high-risk, high-need population:



2014 Provider Network

Adkins Counseling Services, LLC	Eulopia Family Services, Inc.	Lutheran Counseling & Family Services of WI
AJA Counseling Center	Exodus Family Services, LLC	Lutheran Social Services-Homme Home Y&F Programs
Alliance Individual & Family Services, LLC	Express Yourself Milwaukee, Inc.	MD Therapy
Alternatives In Psych. Consult.	Family and Children's Center, Inc.	Med Group Transportation, LLC
American United Taxicab Service	Family Crisis Counseling	Mental Health America of Wisconsin
Angels Counseling & Therapy Service	Family Options Counseling, LLC	Milwaukee Academy/Clinicare
Anu Family Services, Inc.	Family Works Programs, Inc.	Milwaukee Center For Independence
Associated Mental Health Consultants, Inc.	Fannie Wells Group Home-Norris Adolescent Ctr.	Milwaukee Health Services, Inc.
Behavioral Consultants, Inc.	Forward Choices, LLC	MindStar Counseling, LLC
Bell Therapy, Inc. - C.S.P. South (Willowglen)	Fresh Start Counseling Center	Mt. Castle Transitional Living Services
Benevolence First, Inc.	Hale-Richlen Center for Psychiatry (The)	My Home, Your Home
Berman Group Home-Norris	Harmony Social Services CPA, Inc.	Nervig, Mary
Bracy Psychological Service & Stress Mgmt. Institute	Harper House-NEHEMIAH PROJECT	New C.H.O.I.C.E.S, LLC
Carmelite Home, Inc.	Hopgood Youth Home	New Concept Self Dev. Ctr/CSS
Center for Communication, Hearing and Deafness	House of Jabez, LLC	New Horizon Center Crisis/Mentoring Services, LLC
Center for Family Preservation, Inc. (The)	House of Love II	New Horizon Center, Inc. (Child Placing Agency)
Changes Group Home-LSS	Human Development Center, Inc.	Norris Adolescent Center
Children's Hospital of Wisconsin	Integrity Family Services, LLC	North Shore Psychotherapy Associates
Children's Service Society of WI (CSSW)	Jackson, Denis Ian, Ph.D.	Northwest Passage Ltd.
Childynamics, LLC	JW Transportation, LLC	Oconomowoc Developmental Training Ctr. of WI LLC
Chileda Institute, Inc.	Kids Discover Success Therapeutics, LLC	Park West Social & Psychotherapy Services
Choices Group Home for Girls-LSS	La Causa, Inc.	Pathfinders Milwaukee, Inc.
Cornerstone Counseling Services	Lad Lake Crossroads To Independence GH	Pathways Counseling Center
DCS Transport Services, LLC	Lad Lake-St. Rose Rosie's Place Group Home	Penfield Children'sCenter, Inc.
Dominion Behavioral Health Services, LLC	Lad Lake-St. Rose Stages	Positive Outlook Clinical Services, LLC
Eagles Nest Group Home-LSS	Lad Lake, Inc.	Professional Services Group, Inc.
Easter Seals Southeast Wisconsin	Lad Lake-St. Rose	Project Excel-CCC (WCS)
Eau Claire Academy	Language Source LLC	PsyCare-Milwaukee LLC
Emiley, Stephen, Ph.D.	Lawson's Transportation, LLC	
Ertl, Richard J. Ph.D.	Lissy's Place - My Home Your Home	
	LS Transportation, Inc.	

Psychological Assessment Services, LLC	Schroeder Group Home-Norris	Spahn Clinical Services
Rawhide, Inc.	Sebastian Family Psychology Practice	St. Charles Youth and Family Serv.
Resources Clinical & Consulting Services	Servant Manor Group Home	Star 1 Limousine, LLC
Revive Youth and Family Center I	Shecar Substance Abuse/Mental Health OP Tx Center	T & H Group Home - Mt. Castle Corp.
Revive Youth and Family Center II	Sherry, Kenneth E., Ph.D./First Step Clinic, Inc.	THRIVE Treatment Services, LLC
Right Turn II	Shorehaven Behavioral Health, Inc.	Tomorrow's Future Phase II
Right Turn, Inc.	Sierra Group Home-LSS	Trotter House
Roads to Independence Group Home	Sixteenth Street Community Health Centers, Inc.	V.I.C. Living Center, LLC
Running Rebels Community Organization	Social Development Commission	Wake Up Program, LLC
Saint Amelians	Southwest Key Programs, Inc.	Washington House-LSS
		Wauwatosa Therapies, LLC
		Willowglen Community Care

Jason is a 12-year-old youth that became involved with Wraparound Milwaukee while living with his sister and his Aunt. Both youth were at risk of out-of-home placement, and Jason hadn't seen his other two sisters in nearly two years. Wraparound collaborated with the Bureau of Milwaukee Child Welfare (BMCW) to help reunite the family during weekly therapeutic visits that still occur to this day.

Since the beginning of her involvement with Wraparound, Jason's Aunt stepped up and made it clear she would do whatever it took to keep her family together despite the absence of some family members. She attended all Wraparound meetings, medication reviews, therapy appointments, and court hearings for Jason, and she captured the heart of Wraparound by saying "Wraparound has been exceptional in bringing family values back into our family. They have given us ideas on how we can do things as a family again, things that have gotten lost through the years that we now have back. The Wraparound team was a huge help in finding resources to get through tough times — they worked diligently in helping us find what was needed."

Throughout the Wraparound process, Jason's Aunt was able to obtain guardianship for both Jason and his sister while continuing to support them as they both began to excel at home and at school (with Jason having the 3rd highest GPA in his 7th grade class), and placement out of the home was avoided.

Jason's Aunt summed up her experience working with the Wraparound team: "They make you feel like you are the only family they work with.... The Wraparound team helped find the problems and worked together with us in fixing them. I would recommend Wraparound to whoever needs it!"



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